

## **Lunch Plenary Session on Culture Change**

### **Richard Farrell, Associate Administrator, EPA Office of Policy, Economics, and Innovation**

What we're going to focus on during lunch today is culture change. Now I've been at EPA for slightly less than 2 years. So I am a great respecter for the importance of addressing the issue of culture. And in many things that I've tried to do at the Agency, the culture at EPA has always been a very significant factor. Sometimes for the good, sometimes I find it an impediment. And so I think it's very relevant as we look at innovation, that we look at the issue of culture change - how we address it, how we deal with it, if we're going to move an organization in a somewhat different direction than it's been going in the past.

Now we're very fortunate to have three very good speakers this afternoon who will bring three different perspectives from where they live on this subject. And my fortunate job is to introduce them.

Our first speaker is Mindy Lubber, who is the Regional Administrator for EPA New England. And the fact that it's called EPA New England is your first sign that Region 1 is a little different than everybody else. Region 1, EPA New England, has always been one of the key regions for reinvention activity at EPA. And Mindy has been a real spark plug in that regard, and she's also a very delightful person. But as Regional Administrator she's responsible for the administration and management of an 800 person, 450 million dollar a year office, overseeing the programmatic, policy, and legal work of the region. She joined EPA in 1995 as senior policy advisor and became the deputy regional administrator in 1997. Mindy is the former president and chief executive officer of Green Century Capital Management, which was an investment firm dedicated to investing in environmentally-responsible companies and donating all of its net revenues to supporting environmental advocacy. She was also a senior advisor to Governor Dukakis and national director of scheduling advance for the Dukakis campaign. And she was also chair woman of the Board of Directors for Massachusetts Public Interest Research Group. She's also a lawyer and done many other distinguished things, but I think it's more important that we hear from her than hear about her resume, so I give you Mindy Lubber.